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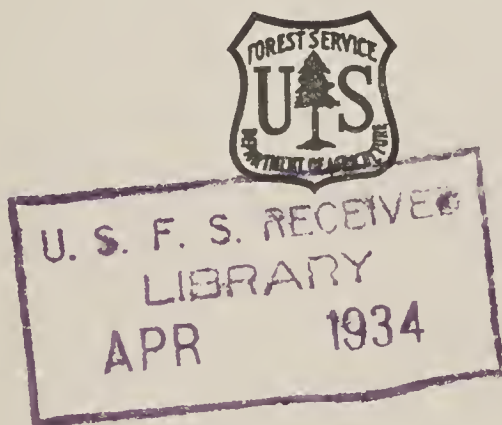
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EXECUTIVE AND PERSONNEL  
**MANAGEMENT**  
ON THE  
NATIONAL FORESTS



A MEDIUM FOR THE EXCHANGE OF IDEAS AND  
EXPERIENCES BY OPERATING EXECUTIVES  
FOR THE BETTERMENT OF THE  
**SERVICE**

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## PERSONAL CONTACTS

*By* GEORGE A. DUTHIE

When two persons meet, each makes an impression upon the other. The impressions may be good—they may be bad—strong or negative, depending upon the circumstances of the meeting and the personalities of the persons. In all human relations personality plays an important part. Have you not heard it said of a person of good personality that to know him was to be his friend or that his friends were numbered by his acquaintances. The quality of personality is the predominating factor that determines the proportion of an individual's acquaintances that become his friends.

Organizations, like individuals, have personality. It is a reflection of the composite character of the people who make up the organization. Several years ago while discussing the Forest Service with an official of a Western State, he said to me, "The Forest Service is such a virile organization. I have often wondered how it is able to fill its ranks with such upstanding, energetic men." There was a definite relation in that man's mind between the personality of the service and the men of the Forest Service with whom he had come in contact. Thus, through our personal contacts we create a Forest Service personality which is reflected in the number and the staunchness of its supporters. The nature of those contacts, the kind of approach employed in making them and the impressions they leave on the public are vitally important to the continued success of Forest Service administration.

Winning public support is generally considered a Public Relations function. If that be true, then every Forest officer is a public relations man. For every member of the Service has a responsibility commensurate with his opportunities of making contacts with the public to create favorable public opinion of the Forest Service and, by his bearing, his conduct, and his official acts, to make his contribution to the Forest Service personality. There is need, therefore, for a definite, conscious effort to develop Service personality—that is, develop an efficient technique in making personal public contacts.

Moulding people's opinions through personal contacts is an art and not a science. It cannot be reduced to a routine technique, for since personality plays such an important part the technique employed becomes very much a matter of individual discretion and ingenuity. Good contacts win for us our strongest friends, but unfavorable contacts create our most active enemies. The right approach—the best technique—therefore, is of the greatest importance.

Every Forest officer must make contacts of some sort; he cannot avoid them. It is his duty, therefore, to make as many good contacts as possible. They are an important part of the job, and, like all other parts of the administrative job, for good accomplishment two things are necessary, technique and planning.

It has been an accepted principle that we should try by study and training



to improve our technique in silvicultural practice, grazing, and other activities, but up to the present time how much thought has been given to training in the technique of making contacts? Such adeptness as we have developed has been largely acquired through experience by trial and error in "shooting trouble" or in defending ourselves against criticism. To be sure, this experience has developed some excellent technicians among us, but our weakness in personal contacts lies in the fact that the exercise of this technique is left very largely to individual initiative, and is being practiced, not by every Forest officer but, chiefly, by those who enjoy the practice or who are forced by attacks of aggressive opposition to build a defense. And so our contacts are largely made on a hit-or-miss basis. Very few Forest officers have ever analyzed the psychology of personal contacts; they simply follow methods that in their judgment should be most effective.

On the other hand, I find some who seem to think there is a special kind of approach or a peculiar quality of personality necessary for good public relations. I have had Forest officers tell me that they could not do public relations work because they were not of the PR type, and they could not bring themselves to approach people *that way*. This naturally raises the question, What is the proper approach in making personal contacts? Is there a certain *best* approach which must be approximated in order to get the desired results? Surely anyone who has given any study to the psychological reactions of people will realize that the method of approach must fit the occasion and the personalities involved. No two contacts can be successfully made by the same stereotyped method. We, as Forest officers, need to become skilled in reading character, in recognizing mental types and in knowing how to stimulate positive reactions. We must individually develop our art. We must use the psychology of personal contacts to sharpen our judgment on the proper way to approach others. This will make for resourcefulness in taking advantage of opportunities—and most contacts are opportunity jobs.

A good example of the exercise of the art came to my attention last summer. A Ranger on the Fishlake Forest won over a country paper editor, who had consistently opposed the Service, by offering to exchange mounts with him while on a "show-me" trip. The trip was made in connection with a convention of newspaper editors. This editor was unused to riding, and he was mounted on an old, rough-walking plug of a horse. He was having an unpleasant experience, and he showed it. The Ranger saw an opportunity, and made the most of it. He realized that he was dealing with an egotistical, opinionated and stubborn man as well as an uncomfortable and unhappy one. He did not offer to exchange his "toppy" easy-riding horse for the old plug in order to relieve the editor—he suggested that the change would be restful for them both. Then he satisfied the editor's ego by patiently listening to a long, boastful account of his accomplishments, but he did not fail to point out from time to time, in passing, some of the interesting evidences of Forest Service management. Finally having aroused the editor's interest in things other than himself, the Ranger proceeded to "give him an ear full" on our method of running the National

Forests. Thus, by the manner of his approach, the Ranger broke down the resistance that the editor had built up against our efforts to educate him, and got him into a happy and receptive frame of mind before he tried to sell him anything. The result was the editor went back home and wrote an editorial taking back some of the bitter things he had said about the Forest Service, and, also, paid the Service some high compliments.

The approach is very important. To be successful, it must be skillful and timely. Only by study, training, and experience can we develop a successful technique. A good PR man having made a contact and finding it an inopportune moment will drop the job for that time. It is far better to let the job remain temporarily undone than to make a forced attempt which only builds up resistance.

Developing good technique in the art of influencing the thoughts and actions of others involves development of our own personalities. There are qualities of character which are essential to good technique, some of which are common sense, sincerity, courage, initiative, being well informed, and friendliness.

When a Forest officer contacts a Forest user for the purpose of selling him some phase of Forest Service work, only by the exercise of common sense is he able to select the right method of approach. Sincerity is essential. For if the Forest officer does not sincerely believe in his work he cannot expect others to believe in it. I think most Forest officers believe 100 per cent in Forest Service policies, but I have run across some who either did not believe in them or lacked the courage of their convictions in the face of criticism, for they either "yessed" the critic or lamely offered an excuse that the grievous policy was the work of higher ups. I once knew a Ranger who agreed with every criticism or complaint without hesitation. His theory was that it is a Forest officer's business to get along with people, and the best way to do it is to let them get their complaints "off their chests," and that to argue with them simply aggravated their antagonisms. An insincere advocate does no credit to his cause. Forest officers who are not sold on Service policies, and who do not feel their responsibility to sell them to the public, will not carry conviction in their representations of the Service.

Good PR work requires that we plan to regularly contact Forest residents and users who are known to be antagonistic. This does not mean that the people who are favorable and co-operative are to be ignored, for we all know that the best of friends, if ignored long enough, will gradually lose interest and, in time, begin to acquire a grudge over some fancied slight. But the malcontent should be given the most carefully planned attention. The local officers need to keep in touch with the local public pulse and to concentrate special effort upon making contacts with the man who has a grudge.

It takes initiative to make the necessary personal contacts. It is easier to just stick to the mechanical job of carrying out a prescribed schedule which



deals largely with things. Some will deny that there is an appreciable number of Forest officers who do not make personal contacts, but I want to draw the fine distinction between contacts with friendly users who "yes" the Forest officers and those contacts with the disgruntled ones "who have to be shown." It is the most natural thing in the world for us to make contacts with friends, and to avoid them with our enemies. It not only takes initiative but courage to deliberately plan to contact repeatedly, with the intention of some day winning over, an irascible old grouch who will deliberately misconstrue your motives and misrepresent what you say to him. The natural human tendency is to give such people a good letting alone. But they are the people who most need enlightenment, and we can never hope to win them over by keeping away from them.

Forest officers must be well informed about their work. If they do not know their stuff they cannot explain it to the public, nor can they put up an intelligent defense against criticism and complaint.

Friendliness is by no means the least important quality. It disarms quarrelsome critics and breaks down prejudice. A large share of the opposition to the administration of the National Forests is founded on prejudice, and the opponent seeking some basis to justify his opposition frequently resorts to personalities against the Forest Officer. The man who refuses to permit personalities to enter into differences of opinion always plays the strongest hand. A friendly manner can be cultivated. Many business houses demand it of their employees, and it pays them big dividends.

More personal contacts do not necessarily mean a heavier job load. It may result in a lighter load for any given administrative unit. By forestalling opposition less time is required for trouble shooting, and by winning co-operation less intensive inspection becomes adequate. Effort used to overcome opposition which might have been prevented is effort wasted. In this connection I am reminded of the Arizona Ranger who worked for years with a permittee who wanted certain additions to his allotment, and who incessantly wrote bitter tirades against the Forest Service to the Governor, Members of Congress, etc. Finally a new Ranger took the District. He saw in this permittee a public relations rather than a grazing problem. He got the permittee out on the range for a "show-me" trip, and learned incidentally that it was the permittee's first visit to his allotment. The permittee learned that the range he had created so much trouble about was, in fact, not adaptable to use by his stock, and when he saw it he no longer wanted it. He also learned that the Ranger knew a lot about forage value of the plants and the carrying capacity of the range. He went home with an entirely new conception of the Forest Service methods of range management, and for a year or more has written no complaints. If this contact had been made years ago how much unfavorable publicity and how much time of administrative officers would have been saved.

Of all the varied activities that make up the work of a Forest officer none is more productive of a feeling of general satisfaction and achievement than a



pleasant, successful personal contact, and none is more destructive of one's peace of mind than an acrimonious contact with a Forest user. Even when, through the weight of our official position, we are able to impose our will upon the user, if he goes away angry, defiant, or resentful, one cannot escape a feeling of defeat. I harbor no illusions that we can ever develop a technique that will register 100 per cent. Not while human nature remains human. But neither do we expect the silvicultural experts to reach full agreement on each tree that is marked for cutting or the scale of every skidway of logs, still we seek to improve our marking and scaling technique. Therefore, I believe we ought to try raising our batting average in personal contacts through study and training.



## REVIEWS

*Public Contact Training:* By Byron F. Field, Commonwealth  
Edison Company, Chicago

In this discussion the public is limited to the customer, or potential customer, and contact is restricted to business dealings, either face to face, over the telephone or by correspondence. The title, instead of "Contact Training," might better be "Training Employees, to improve their service to, and relations with customers." It is not "publicity," it is not an attempt to "win good will"; it is an attempt to give the customer something he pays for and has a right to expect—friendly, courteous, understanding service. The "utilities" were the first to recognize this as a business obligation and provide for it systematically, but now other industries are taking steps in the same direction.

In the electrical utility field practically every improvement in operating machinery or method now known has been adopted except those involving expenditures not justified by their use. But the best possible mechanical efficiency is not enough. This provides only for the physical needs of the customer, and neglects his wishes and desires as a human being. Most employees know the mechanics of their jobs, but errors in handling customers are frequent even in the best of companies. It is good business to correct these errors for exactly the same reason that it is good business to correct mechanical errors. However, the method of correction will be different. You can say to an employee, "From now on we will do this thing this way," with some assurance that it will be done. We cannot say with equal assurance, "From now on you will think of every customer as your friend." However, that is what contact training attempts to do.

The first fundamental in improving contacts is that management recognize and accept its responsibility. It must recognize that it has the same responsibility for successful performance here that it has for mechanical performance. It cannot meet its responsibility by hiring speakers to lecture the employees, by holding "inspiration meetings" or by sending each of them a "courtesy

letter" each week.

Probably millions of dollars have been spent and tons of bulletins and pamphlets written urging the employee to "hit the courtesy trail." In pep meetings the employees have beamed with enthusiasm and signed a mental pledge to treat the customer right, but in a few days they have back-slid into their former impersonal practices. Training to be effective must involve action; it must include participation on the part of the one being trained. Furthermore, it cannot be done once for all time; there must be a continuing stimulus.

The training of the old employees is different and usually more difficult than training the beginner. The experienced employee has a background and body of information acquired on the job. He has some understanding of company policies, has developed a definite attitude toward the customer, and has ideas of his own as to how a customer should be treated. These ideas are not all bad. Usually they include much that is good, but a survey will show also many points where improvement could be made. The aim in training these older men is to develop an attitude toward the customer that will increase the feeling of friendliness and satisfaction which they arouse in the customers whom they contact. This is done largely through interviews, discussions and conferences which lead him to discover the good and the bad in past methods and to help decide how to improve in the future. This might be decided in advance by executive order, but it does not have the same weight with a worker as when he analyzes methods and makes the decision himself. In addition there needs to be a follow-up as a reminder to prevent his dropping back into old habits.

In discussing the subject with new employees a different situation arises. Here the employee is being oriented and becoming acclimated in a new situation. He finds a public contact consciousness. His training naturally will be largely a presentation of what the company expects of its employees in their relations with customers. But even here, since a mental attitude is involved, more discussion is necessary than in other types of training.

Whether or not a formal training program is needed in a company can be determined by a survey. If the relationship between the customer and the company is satisfactory no additional training effort is needed. But it is not safe to take satisfactory conditions for granted. Frequently officials will say, "All our contacts are good," yet a survey reveals just the opposite. The satisfactoriness can be learned only from the customer. The following are some of the methods that have been used:

- (a) Newspaper advertisements may be printed inviting suggestion and criticism.
- (b) A customer survey, interviewing all types of customers with regard to company service, may be conducted.
- (c) Questionnaires may be sent to customers' homes and offices.
- (d) A special group of employees may assume the role of customers and



test directly the quality of contacts in any department.

Other sources of information are:

Oral and written complaints and commendations, newspaper criticisms, restricted use of service, and difficulty of selling the company's securities.

If such a survey convinces the management that a change is needed then the chief executives should not only authorize a training program but help in carrying it out.

The first step in planning the training should be an analysis of all public contact work. The nature of the responsibility of holders of various kinds of jobs varies greatly. If the training is to be anything more than generalities, it must recognize this. If it is to be specific training for a definite purpose it must be adapted to specific situations and responsibilities. The analysis should determine: the nature of the responsibility, the location of contact occurrence, the nature of the contact, and a classification of contacts.

The chief point in the nature of the responsibility is whether it is supervisory or not. Non-supervisory employees work under direction and must do as instructed. The supervisor has much greater leeway as well as more responsibility. He must not only plan his own contacts, but train his subordinates.

The place of the contact is less important, but it does make some difference, for example, whether the contact is in the customer's home or in the company's office. The nature of the contact may be either personal, by telephone or by correspondence.

Contacts may be classified as to whether they are incidental, major, ultra-difficult, technical with personal element, or sales.

Jobs with incidental contact would be those such as delivering bills or reading meters. Taking applications would have a major personal contact, while complaint adjusting would be classed as ultra-difficult.

The next step will be to analyze the personal service elements of contact jobs. It may seem that these analyses are endless, and that we will never come to the training. As a matter of fact, the analyses themselves are training and furnish the best possible training material. The actual training process begins the moment the analyses of the jobs begin. It does not wait until after positions have been analyzed and the training needed has been agreed upon. The minute any person, whether beginner or top executive, starts to examine into the needs of any position, that minute his own training begins. The supervisor who helps his subordinates to break their jobs up to determine just what should be done, what things stressed and what omitted, is consciously or otherwise having forced on himself just how and why the employee's work should be done as it is. The employee is having a similar experience. This is training. This fact is stressed because lack of appreciation of it could easily lead to viewing that part of the program as just something that had to be done before the pro-



gram started.

No one best method for use in all situations can be prescribed. In general the analysis should try to discover difficulties that the training should help to overcome. The solution to these difficulties will be developed and suitable corrective measures indicated. Or certain minimum essentials for each contact position may be developed. The following is an abbreviated outline indicating what a typical work analysis might be:

Position.....  
Sex Preferred (why?).....  
Age Preferred (why?).....  
Physical Requirements (why?).....  
.....  
Major Duties.....  
.....  
.....  
Best Ways to Show Interest in the Customer.....  
.....  
.....  
Correct Understandable Answers to Questions Most Frequently Asked.....  
.....  
.....  
Forms of Politeness (acts and speech) Essential.....  
.....  
.....  
Quality of Speech Essential—tone, vocabulary, pitch, etc.....  
.....  
.....  
Minimum Requirements as to Appearance of Person, Clothing and Equipment.....  
.....  
.....

The answers to each of these major questions would occupy from several lines to several pages, and can be broken up by sub-questions as desired or needed. Sometimes it is best to carry on the contact training in connection with other phases of job training. If public contacts are of particular importance it gives greater emphasis to separate them.

The method of training that has in general given best results has been group conferences. The instructional method is, at certain times and for certain uses, desirable. This is particularly true with beginners. But even when this method is used it is best to give the employee a chance for more participation than just as listener. Real training involves the application of the information being taught. In a scattered organization often an adaptation of the correspondence method is best.

In conclusion it may be well to emphasize again that the purpose of contact training is not advertising; it is not to create "good will." Its aim is to give the customer greater satisfaction than mechanical service alone can furnish. Training attempts to develop methods and techniques that contribute to satisfying permanently the wishes of the customer. This type of customer service is a management responsibility equal in importance to other services. Since these techniques are not so much ways as attitudes, training tries to develop right mental attitudes toward the customer. The best training methods involve participation on the part of the trainee. Analysis of contacts is necessary, but participation in analyses is in itself good training. The lecture and all related methods are valued at close to zero, except for beginners. For all training there must be some method of follow-up which produces a continuing stimulus to prevent slipping back into old customer relations habits.



## EXECUTIVE JOB ANALYSIS

*By*

C. R. DOOLEY

Personnel Manager Socony-Vacuum Corporation

[This is not properly a review, but is a "cutting" from an article on "Salary Administration." I have included only the parts on job analysis. This analysis is used by Dooley as a basis for salary adjustments. I am including it merely as a matter of general interest. The Forest Service is said to lead in Executive job analysis. We are therefore interested in the subject and in what others are doing with it.—P. K.]

### *The Basis of a Salary Plan*

A plan for executive salary administration should not begin with a discussion of salaries. Instead, we should begin with a thorough analysis and evaluation of an executive's duties and responsibilities, and the matter of his salary develops naturally from that. We are not aiming toward rigidity in compensation for executives, but toward conformity between basic salaries to be paid for comparable executive work—a conformity which is both logical and fair.

### *Analyzing Executive Work*

There is no desire, however, to standardize executive ability, which is essentially a matter of personal qualifications—indeed, there is every desire to preserve and protect the executives' positions. The basis of such evaluation is a job analysis. Essentially it is the same sort of analysis as that applied to the rank and file, although certain additional factors may have to be considered, or certain ones stressed, when analyzing executive positions. Some factors to be considered when making such an evaluation are:

Rank  
Duties  
Responsibilities  
Relationships  
Degree of authority  
Scope of work and territory  
Number of people supervised.

A comparison and regulation of executive salaries comes from such analysis and evaluation of executive duties and responsibilities.

### *Fundamentals of an Analysis*

A brief outline of the fundamentals of a typical job analysis is as follows:

#### Description of Position

A simple but detailed description of his work is obtained from each person, thus insuring his point of view.

This description is read and approved by the supervisor or head.

#### Analysis of Position

The position description is then reviewed, and a tentative evaluation made.

Following are some items which can be considered in this review, but other items may be substituted if desired:

Difficulty of work

Volume of work

Responsibility involved

Supervision of others

Knowledge, training and experience required.

#### Evaluation of Position

Next comes the evaluation or grouping of the position:

First, with regard to other positions in the same department or division of the organization;

Second, with regard to comparable positions in other departments or divisions.

Furthermore, the evaluation is made not only by a representative of the personnel department, but by the supervisor of the executive—or other employee—under consideration. Thus it is a consensus of opinion agreed to by the management, and not just one person's judgment.

It should be emphasized that such an analysis of executive duties and responsibilities, and the subsequent comparison and regulation of salaries, do not lessen the dignity of executive work. On the contrary, this analysis results in greater fairness to the executive, and greater appreciation and understanding of the scope and dimensions of his work as well as of the details of his position, and keeps similar jobs in different departments in line.

There is no reason why one division general manager, or one department head, should receive a salary a third or more higher than another, if the size of the territory supervised, the number of people under him, and his difficulties



and responsibilities are comparable to those of the other man. These factors can be determined through job analysis to a remarkably exact and just degree.

Another point is that job analysis facilitates and strengthens a policy of promotion according to training and experience by making clear the relation of one position to another. In this way it is possible, when an executive opening does occur, to fill it with someone whose previous work has particularly fitted him for it. Thus an analysis tends to do away with the favoritism and politics which in the past have figured far too much in executive appointments and promotions, to the very great detriment—indeed to the actual failure—of many companies.



## SUGGESTIONS FOR DISCUSSION

Our subject for discussion is public contact training. We have already discussed the importance of contacts and the desirability of giving them the same consideration that is given other parts of the business. Some of these discussions are published in this number. I think we always have recognized the importance of contacts. Any public service organization must recognize their importance. Yet a group of public relations officials a year or so ago said that in their opinion the Service was losing ground with the public. If our work is in the public interest why should we lose standing with the public? The only possible answer is a lack of understanding on the part of the public. This is not entirely a matter of contacts. Many other factors enter, but our contacts with the public do give us one of our best opportunities to impress them with the quality and the spirit of the service we furnish, and to convince them that such service is in their interest. Possibly we have not learned so well as some older organizations the important part that little personal things play in the values placed on personal service.

Our Manual says that good-will is our first objective in our relations with the public. The Commonwealth Edison Company says that good-will should not be considered; that the customer, that is the public, pays for and has a right to expect not only good mechanical service, but courteous treatment that recognizes his desires and wishes. It is good business to give him that for which he pays. This means that it is not enough for the light company to furnish just electricity at reasonable rates; it must also recognize that its customers are human, and treat them as human beings—very human, many of them. People pay for this, are willing to pay well for this extra human touch. Is not that the lesson that we may learn from the Utility people? And as for “good-will,” this merely makes it an indirect instead of a direct objective.

But who are our “customers”? Since the Forests belong to all the people, and all people help to pay, I presume that we must class everyone whom we contact as customers. At least we have thirty-two million customers who actually come to the forests for service. This year with our emergency program it will probably double that.

The Utility Companies give considerable attention to developing in their employees a mental attitude toward customers which recognizes their personal desires for individual attention and consideration. They train every employee, from bill distributors up to heads of departments, that is, every employee that at any point in his work contacts a customer. But even so, how far behind them are we? I know that we now do a lot of PR training. I've seen quite a bit of it; some of it is very good indeed. Not only do we train our regular employees, but we train each year hundreds of temporary employees.

Yet Duthie intimates that our contacts are not what they should be. Others have said that we are slipping in public esteem. Does this mean poor contacts or inefficient work? Do we realize the importance of little things that help to make a contact good or bad? Experts say that without some method of checking up on results most men do not realize what poor contact work they are doing. I think this is true. Errors of handling the public are frequent. Our public contacts are not as carefully inspected as, say, timber sales, and criticisms in inspection reports are not specific and helpful. Our drive for good business management has made the Service an outstanding example of efficiency in Government. This has been recognized by industrial experts. This is as it should be, and we are proud of it, but we must remember that "the best possible mechanical efficiency is not enough." We must keep the Service "human." Not by relaxing in business efficiency; the public pays for and has a right to expect that. But we must also keep in mind the customer's point of view and satisfy his desires for individual recognition as an important part of the social structure.

But how is it going to be done? That it will be done I take for granted. My idea is that it can be done without a great deal of effort, and without any big increase in "paper work." If each individual will just ask himself a few questions like these and then write down his answers, he will soon develop the right mental attitude toward customers. With the right attitude we will soon develop methods. The questions are:

"Why should we be interested in public contacts?" "What are some of the factors that contribute to a good contact?" "What are some of the little things that make a bad impression, in other words, a poor contact?"

There are other questions we might ask, but these three will give us a good basis to work from. They will start us thinking. We will begin to observe. We will begin to think of the public as our customers, even when their use of the Forest is free, and we will think more about satisfying their wishes.

Then if inspectors will begin to take a direct interest, will ask questions, and try to find out public reactions, this will make us sensitive to public misunderstandings, and anxious to correct them. When the public understands our objectives, sees that we are efficient in our methods, and also receives satisfying personal service, then the public will be for us—that is, for the things we represent.



I do not mean, of course, that every individual will be for us. Something would be wrong if they were. Many individuals want more than their rights. A considerable part of your time must be spent in preventing people from getting special privileges. Many so prevented will make a fuss—will try to misinform the public. There will always be this opposition and this misinformation. It is one of our best reasons for giving more attention to public relations. It has been said that we are losing ground. Are we? If we are, that means that an important public work is losing ground. Will better training help?

### *Questions*

1. Give six reasons why we should give special attention to our contacts. (Of course I know that anyone can easily give six, or twice six, reasons. I'm not asking just to get the reasons, but am curious to see how many will give the same reasons.)

2. It has been said that our public contacts are not what they should be. Do you agree?

3. In January, 1931, I used this case as an example illustrating poor organization. I am repeating it here as an example illustrating poor public relations. Does it?

“A ranger, an assistant supervisor, a Regional law officer, and a chief of range management were trying to settle with two grazing trespassers an hour before the case was to come up in court. One of the trespassers said: ‘We will talk to you if the ranger and assistant supervisor leave the room.’ On the way out the ranger said to the assistant supervisor: ‘The reason they want us out is because we know too much about the case.’ The case was settled out of court.”

4. Make two suggestions for improvement in our methods of training men to properly contact the public.

5. Or, if you would rather, tell us the method you now use, and why you think it gets results. I would, and I think others would, like to know more about what is being done now. Contacts as here used include all contacts, incidental or otherwise; not just contacts in which an attempt is made to “influence” or win support.



## DISCUSSIONS OF LESSON 17

Hope you put these discussions away and save them until there is time enough to really study them. They are worth study. If public relations is as vital to the interests of the public's forests as is indicated, we are not justified in continuing the haphazard hit-or-miss methods of the past. A subject of such vital importance should be planned, supervised, controlled and taught. There should be a well-defined policy covering the treatment of the public, acceptance by administrative officers of responsibility for carrying it out, and a method for determining whether or not it is carried out.

I speak of this as though it were something new, but, as a matter of fact, it is old stuff—it is being done now. It is not being done as well as it will be five years from now—we are the type of organization that goes ahead—but it is being done. As the discussions point out, it is necessary to know what your public contacts are. A survey is just as necessary here as it is in the woods. Any forester knows about how much timber he has, what it is, and where it is. Yet no real forester attempts to base a management plan on this general information. He wants a detailed survey.

Likewise, any forester knows in general what his contacts are and what condition they are in. Likewise, when he decides to plan in order that he may make the most of these contacts he wants a detailed survey.

In both cases the survey helps in control as well as in planning. It gives you something to check against. It helps you to show that you are making progress. Planning and inspection are necessary parts of good management. The plan should be adapted to the conditions on the ground. Some places the plan will be simple, some places more complex. The following discussions say these things more convincingly than I:

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J. F. CAMPBELL

FREMONT

LAKEVIEW, OREGON

We are in need of a plan to simplify planning.

The Service is making rapid strides in management practice, and as a consequence plans are being made for most of our activities. Clerical work is piling up on the one hand while we attempt on the other to balance the budget. It therefore is incumbent upon us to scrutinize every form, every plan, every analysis or survey to make certain that its cost is warranted, and if it is, to make sure that no column, line, block, caption or other complication is permitted which does not clearly justify its cost. Furthermore, complicated forms or tabulations are cumbersome and therefore much less likely to be used than simple ones.

To my mind there can be no question as to the need for an inventory of Public Relations. Whether it be called work plan, analysis, or survey, I think it of vital importance to a successful long-time administration. Many forest officers have regarded Public Relations as one of the intangibles, and something

that under pressure of other work could be neglected. However, I think that most of us are now agreed that P. R., which really means relations with the people—who are really the stockholders in this concern—is one of our most important activities, and that it is a real, concrete job.

In years gone by there has perhaps been more stress placed upon the need for a good P. R. man in an unfriendly community than in a friendly one. I am not sure that there is any position in the Forest Service which does not require a good P. R. man. In a friendly community there is danger of becoming complacent. In the absence of “blow-ups” we are likely to feel that everything is all right and that the people look upon us and our activities with approval. In most cases this is true, but the horizon should be constantly scrutinized, and often we find, with our ears to the ground, that there is grumbling. How can we be sure of ourselves unless we take stock of our Public Relations?

For several years we have written P. R. into our work plans, but we’ve been more or less indefinite about it. We’ve said, “casual contacts,” “interviews with stockmen and settlers,” etc. I think Public Relations should now be recognized as an important, live, concrete job and treated as such.

We have recently made an inventory of our Public Relations here. We called it a “PR Plan.” Possibly “analysis” or “survey” would be better, although I like to think of an analysis as something fairly scientific or exact. Our plan is not so involved and does not have as many captions as the one “Hutch” cites. Largely for the reasons mentioned above, we held our form down to what we considered the bare essentials. One entry from our plan is included here to give our ideas on the form:

NAME	OCCUPA-TION	ATTI-TUDE	RESP. FOR CONTACT	OBJECTIVE	APPROACH
Earl Wilson	HC Cattle Foreman	F	K. C. L.	Friendly attitude. Maintain present friendly relations through acquainting him with range management policies and objectives, principally the use of drive-ways, distribution of cattle on the range. Secure his co-operation in requiring his men to observe the “No Smoking While Traveling” restrictions.	Personal interview at HC Ranch, Syca and in cattle camps.

Under the caption “Attitude”: F = Friendly; I = Indifferent; U = Unfriendly.

A general statement of problems, objectives, methods, etc., is included in the plan, but the specific job list on the above form is the important thing.



Now here is where the plan is expected to pay for itself and show a profit:

1. It will help create a P. R. consciousness on the part of the ranger, with a consequent feeling of responsibility for good results in this work.
2. It will expose sore spots and set up definite procedure to ameliorate them.
3. It will serve as a guide as to what the trend of conversations with a given person should be, and hence our "casual contacts" will become directed contacts, etc.
4. It makes a tangible of P. R., and therefore something which the Supervisor can check. It may help the Supervisor in his training work by exposing a need for training in the cases of certain individuals.

I think the greatest value of such a plan is that it lessens the danger of our becoming careless of one of our most precious possessions—the good-will of the public.

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JAMES E. SCOTT

WHITE MOUNTAIN

LACONIA, NEW HAMPSHIRE

In its fundamentals, the scheme of analyzing and recording Public Relations contacts and needs for contacts described by Hutchinson was initiated in Region 7 eight years ago, and has ever since been an integral part of the general Plans of Work. The R-7 system is less involved and formidable than that of R-5. In every Ranger's Job Foundation, which is the basis for the annual re-analysis of the job load, the necessary contacts are classified and listed in much the same fashion as in Hutchinson's analysis sheet. Local standards prescribe in many cases frequency of contact in the various classes. When the Plan for the year ahead is built from the Analysis, these contacts are set up as jobs on the Monthly Job Sheets, and time is provided for them both in the monthly job sheets and in the trip schedules.

This system we have found necessary and desirable. Its effective application varies widely as between Forests. Certainly, as one of many assemblies of factual data concerning things with which the Ranger (or Supervisor) must deal, it must be of some help to any Ranger in understanding his job. Certainly it will help any Supervisor to supervise, and it affords a definite basis for inspection and training.

*Training* in the technique (if there is such a thing) of making PR contacts by mail or in person is the important factor which does not strongly appear in either Hutchinson's picture or the R-7 system. So far as the personal or man-to-man contacts are concerned, I know of no effective training methods except joint work by one who is obviously skilled in this field with others less skilled—the first by force of example, demonstration, and immediate analysis of weaknesses and good points in individual contacts getting across to the trainee, *how* it should be done. Mail contacts might be gathered up—good, bad and indifferent examples—and made the subject of analysis and study



in group meetings or correspondence courses.

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ALVA A. SIMPSON

BEAVERHEAD

DILLON, MONTANA

1. Ching, Donald, and R-5 are recommending or doing the same thing. They are all breaking down the job into simpler concepts and methods of accomplishment. Any public relation job can be so handled to advantage.

2. A number of years ago a certain public situation indicated a need for the building up of a better public appreciation, with the attendant co-operation for the handling of a complex grazing situation on an administrative unit. An attempt was made to analyze each individual, on each ranger district, and develop a method of approach and contact that would create a more favorable attitude on his part. Every individual on the District and the Forest was listed and his attitude defined. The best thought-out method of creating a more favorable attitude was set forth, and each member of the personnel was expected to lose no opportunity to contact and effect, if possible, a change toward the better.

I recall that this effort ranged from complete ignoring of the individual, to a policy of playing upon the ego and vanities of others. It included less stereotyped letters and more personal interest in individual problems. It was an attempt at analyses, but too early to call it such. Failure was had in that the personnel of the Forest did not co-operate 100 per cent in putting it over. Yet what efforts were made were reflected by a better public attitude. We had apparently not reached the point of being able to follow, as an organization, the written set-up for action. Perhaps today, with our better knowledge of how to break down jobs into their simple elements, we would be more successful.

I am in agreement that a localized analysis of our public relations problem is desirable, and believe that it should return dividends many times in decreasing administrative work, aside from other desirable results. I add, however, a note of warning—that we should not, until we have become trained in carrying out the plans, be too optimistic as to the efforts each one of our own organization will contribute.

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C. L. VAN GIESEN

ROOSEVELT

FORT COLLINS, COLORADO

The public contacts made by industrial employees are for the selfish motive of obtaining and retaining satisfied customers, and thereby increasing business. Our motive is not materially different. We maintain the best possible public relations, through individual social contacts, and by joining organizations at personal expense to further the cause of the Forest Service. One of the main purposes is to secure co-operation in fire prevention and suppression. Another is to secure the support of the public for the Forest Service organization and policies, and for legislation benefiting the Service; and their support in opposing all adverse legislation. I have often wondered how we are going to repay the resort owner for a \$10 loss in his business incurred while fighting a fire which does not endanger his project. We cannot even give him a cord of wood.

How about the business man who gives hours or days of his time in support of a bill favorable to the Forest Service? Do we repay him? No; his bid for supplies or services may be too high and cannot be accepted. Is the best public relations man the one who gets the most and gives the least? The best Supervisor in land exchange cases may become one whose deals would make a horse trader blush.

I do not desire to convey the impression that all of our public contacts are made for ulterior purposes. These statements are being given for consideration in analyzing our public relations work. There is no doubt that our public relations should be analyzed in order to eliminate the haphazard practices used at the present time. We must use care in handling the problem so that the public does not gain the impression that our program is directed entirely towards our own interests.